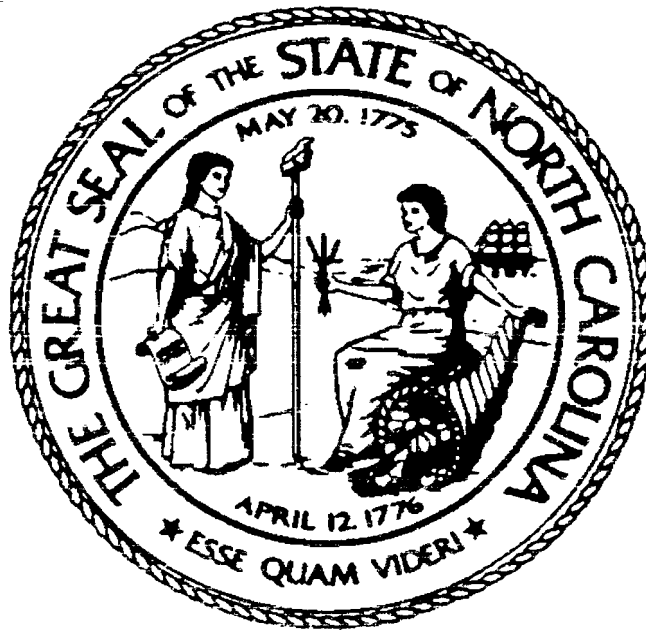


**NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION**

**Merit Based Recruitment and Selection
Plan and Procedure**



May 1, 2003

**Gwynn T. Swinson, Secretary
North Carolina Department of Administration**

**Valerie J. Ford, Director
Human Resources Management**

Merit-Based Recruitment and Selection Plan

Purpose

The purpose of this plan is to fill positions subject to the State Personnel Act with highly qualified individuals. In the recruitment and selection process, the Department of Administration will give equal employment opportunity to all applicants without regard to race, religion, color, creed, national origin, sex, age, disability or political affiliation/influence; and shall be based solely on job-related criteria. The recruitment and selection process will be consistently applied, non-discriminatory and promote fairness, diversity and integrity. The process shall comply with all federal and state laws, regulations and policies.

Commitment from Management

The Secretary, Human Resources Management Director and Executive Management staff accepts responsibility for ensuring the recruitment and selection process complies with all applicable existing state and federal laws, policies and rules governing personnel actions.

The Merit-Based Recruitment and Selection Plan shall also comply with established procedural guidelines issued by the Office of State Personnel. Positive efforts will be made to recruit the most qualified individuals including minorities, women and persons with disabilities for applicant pools. In addition, the Human Resources Management Director and Executive Management staff will demonstrate efforts to consider and apply contemporary human resource practices.

Ethics Statement

The citizens of North Carolina and the state workforce deserve strong assurances that knowledge, skills and abilities (KSAs) are the bases for state government hiring decisions; not political patronage. In order to assure the integrity of state government, every employee has a responsibility to view public service as a public trust and to act impartially. Preferential treatment shall not be given to any private organization or individual based on political affiliation or influence.

Communication

Employees, applicants and the general public will be informed of the plan through informational sheets included with monthly pay stubs, through the department's newsletter, ***The Bulletin***, orientation packages and departmental vacancy announcements. The plan will be included in the department's Policy and Procedures Manual, the EEO Plan and made available in the Human Resources Management Office located in Room 2074 of the Administration Building. Employees with questions may contact the Human Resource Management Office at 733-4606.

Training

Managers and supervisors responsible for interviewing and selection decisions will be trained by the Human Resources Management staff on the policy, internal processes and procedures and selection tools prior to initiating recruitment activity.

Role Definitions/Expectations

Executive Management is responsible for leading, developing and implementing merit-based procedures and demonstrating commitment and support for merit-based recruitment and selection.

Managers and Supervisors are responsible for evaluating the need for filling vacant positions; maintaining accurate and current position descriptions; understanding the concept of the merit-based system; communicating the process to employees; making every effort to achieve and maintain a diverse workforce; demonstrating commitment and support for merit-based recruitment and selection; recommending the applicant who best fulfills the needs and requirements of the position based on merit principles; checking references on the top candidate; and documenting selection decisions.

Human Resources Management (HRM) Staff and the Equal Employment Opportunity (EEO) Officer are responsible for providing technical advice and assistance to managers and supervisors; developing policies and procedures for merit-based actions and demonstrating commitment and support for the program in daily operations; ensuring the training of managers and supervisors on a variety of issues related to merit based recruitment and selection; and monitoring recruitment and selection activities for adherence to policies.

Employees and Applicants are responsible for providing full and complete information as to their qualifications; and submitting materials for the vacancy by the established deadline. Required materials include a state application (form PD 107) for each position and college transcript where required. **A resume may be submitted as an additional document, but does not substitute for a completed form PD 107.**

Pre-Recruitment Activities

The North Carolina Department of Administration (DOA) will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of the department.

Prior to posting a vacancy, the hiring manager and Division Director with the assistance of the Human Resources Management staff will:

- assess the need for the position to ensure it contributes to meeting the goals, objective and mission of the work unit;
- conduct a job analysis, if needed, to ensure the accuracy of current duties, responsibilities and qualifications of the position;
- revise the position description, if necessary; and
- develop a job announcement to include selective criteria.

A job analysis should be completed when there is a definitive change in duties and responsibilities that impact the level and/or classification of the position, as well as recruitment requirements to include training and experience (T&E), knowledge, skills and abilities (KSAs). In instances where there is a high number of positions in a class, frequent turnover in a class, or little job change, there will likely not be a need to conduct a new job analysis each time a vacancy occurs.

The Division Director, hiring manager and the Human Resources Management staff should assure that the critical tasks; essential duties and responsibilities, KSAs and T&E requirements, including any selective criteria necessary to successfully perform the duties of the position have been identified. To expedite this process, generic KSAs (included on the class specifications) may be used for recruitment and selection purposes where they are sufficient for differentiating qualifications of applicants.

Information from the job analysis and position description will guide the Division Director in drafting the vacancy announcement. The Human Resources Management staff will ensure the vacancy announcement meets the requirements of state and departmental policy.

The Division Director, hiring manager and the Human Resources Management staff shall determine the appropriate option for posting a vacancy (internal to the agency, within or external to state government). In addition, the Human Resources Management staff and EEO Officer will consult with the hiring manager to determine additional recruitment sources, if needed, to target specific audiences, including professional journals, newspapers, and technical colleges/universities.

Internal vacancy announcements apply to DOA employees only and are posted for **five (5)** working days within the department. External vacancy announcements apply to all current State Government employees and the general public. These announcements are posted for a minimum of **ten (10)** working days at public libraries throughout the state, the Employment Security Commission, the Office of State Personnel and the Internet.

The Division Director must submit a memorandum, the Request for Release of Vacant Position and Personnel Requisition forms to the Human Resources Management Director requesting the release of the position to be filled. The Human Resources Management staff completes and forwards the forms for approval by the Secretary's Office. Once approved, the position is posted. Deadline for receipt of the Request for Release and Personnel Requisition forms is Thursday at 5:00 p.m. for the position to be posted the following Tuesday.

Prior to the vacancy closing date, the Division Director shall determine any selection tool(s), i.e. structured interview, in-basket exercise, written tests, etc., that will be used in the final evaluation process. Selection tool(s) should be objective, based upon job-related KSAs and consistently applied to all applicants in the final selection pool. The Human Resources Management staff is responsible for the review of selection tools and procedures and should be consulted for technical assistance.

Continuous Recruitment

Some classifications used in DOA have been designated and approved by the Office of State Personnel as eligible for continuous recruitment. In these cases, applications are accepted for a designated period of time and screened by the Human Resources Management staff for minimal qualifications. Management conducts interviews and acceptable applicants are placed in an applicant pool.

Selection Process

Differentiating “Not Qualified”, “Qualified” and “Highly Qualified” Applicants

The first level of review will differentiate between applicants who are qualified and not qualified. The Human Resources Management staff will complete this review. Only minimally qualified applicants will be referred to the hiring manager to determine to what extent minimum qualifications are exceeded in order to identify the highly qualified applicant pool. If the quality of applications forwarded is deemed insufficient, the hiring manager and Division Director may choose to re-advertise the position.

The hiring manager conducts a second level of evaluation to determine those applicants who are highly qualified. All applications referred to the division must be reviewed in relationship to all applicable hiring policies and issues; i.e., veterans preference, reduction-in-force (RIF), EEO and Americans with Disabilities Act (ADA). Selection and non-selection reasons must be documented on all applicants referred.

Applications are grouped according to those that:

- do not meet the minimum qualifications (not qualified);
- meet minimum qualifications (qualified); and
- clearly exceed minimum qualifications (highly qualified).

Use of Panels for Evaluation Process

Panels *may* be used for the second level of evaluation, if needed, where positions are technically complex and/or organizationally sensitive. The hiring manager and Division Director, in consultation with the Human Resources Management staff, decides if a panel is to be used and the composition of the members. Panel members must possess knowledge of the subject matter, maintain the confidentiality of the material they review and represent the diversity of the work unit and department where possible.

Employment / Reemployment Priorities

The Human Resources Management staff will review the initial applicant pool to identify applicants with priority status. All employment/reemployment priorities are to be afforded in accordance with state and departmental policies. This will require, in some instances, that applications of individuals with the priorities listed below will be included among those referred to the Division Director. All individuals involved in application evaluation, including the Division Director, shall receive advice and guidance from the Human Resources Management staff regarding the priority consideration, which must be afforded.

Consideration must be given to applicants who have the following priorities:

Reduction-In-Force - Employees scheduled to be separated or separated through reduction-in-force (RIF) have priority consideration over non-state applicants and other applicants who are current state employees. RIF candidates must only meet minimum qualifications to receive priority and have equal priority consideration with promotional candidates.

Exempt Policy-Making/Confidential and Exempt Managerial - Employees separated from exempt policy-making/confidential and exempt managerial positions for reasons other than just cause must only meet essential qualifications to receive priority over non-state applicants.

Veterans Preference – This preference is to be given in initial employment opportunities to qualified veteran applicants, to receive priority consideration over employees that are not veterans.

Promotional Priority - Career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications.

Workers' Compensation - Employees placed on workers' compensation leave because they were injured on the job, which their physician has released to return to work based on maximum medical improvement, must meet minimum qualifications for the position and receive priority.

Final Selection Decision

The final selection recommendation/decision will be made from among the highly qualified applicants. Any selection tool used will be consistently applied to all applicants in the final pool. The hiring manager and Division Director shall document the selection process and justify the hiring recommendation and non-selection decision on each applicant referred.

Approval Process

When the hiring manager makes a selection decision, the Division Director must submit a recommendation package addressed to the Human Resources Management Director through the Deputy Secretaries for approval.

Documentation of Process

DOA maintains documentation of the merit-based recruitment and selection process in order to support the decisions and to provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures. A file will be maintained for each hiring event for a minimum of three (3) years. Each file will contain:

- any record of job analysis conducted for the vacancy including any additional KSAs and/or selective criteria that resulted from job analysis, if needed (or a reference to the job analysis used for the vacancy)
- vacancy announcement
- recruitment sources (newspaper, journals, etc.)
- selection tools and criteria
- applications received
- applicant referral record
- structured interview questions and responses
- recommendation memorandum
- priority reemployment inventory/register
- inventory of applicants as not qualified, qualified, and most qualified

Monitoring/Evaluation

The Human Resources Management staff will monitor and evaluate workforce data to ensure that recruitment and selection activities are in compliance with all state and federal laws, including the Office of State Personnel

requirements. The monitoring and evaluation activities will also include regular reviews of practices, policies, and departmental commitment by executive management and will cover all aspects of the recruitment and selection function as outlined in this plan.

The EEO Officer will review all hiring packages to ensure that the department has fulfilled its legal obligations as they relate to all policies and procedures. The Human Resources Management Director will annually report to the Secretary of the Department of Administration the agency's progress and follow-up with written reports as necessary.

Written Notification

Applicants not selected for a position will receive timely written notice of the selection decision from the Human Resources Management Office.

Appeals Rights and Process

If an applicant has reason to believe they were denied employment due to political affiliation or influence, the applicant may appeal the hiring decision directly to the Office of Administrative Hearings within 30 days of written notification that the position has been filled if all the following conditions apply:

- applicant was not hired for the position
- applicant timely applied for the position in question
- applicant was among the most qualified persons applying for the position;
- successful applicant for the position was not among the most qualified persons applying for the position; and
- hiring decision was based upon political affiliation or political influence

For additional information regarding this process, contact the Human Resources Management Office at (919) 733-4606 or 1322 Mail Service Center, 116 West Jones Street, Raleigh, North Carolina 27699-1322.

Definitions

Ability - capacity to perform an activity at the present time.

Highly Qualified - the group of applicants who, to the greatest extent, possess qualifications, which exceed the minimum requirements, described in the vacancy announcement, including the selective criteria and KSAs.

Job Analysis - systematic process for collecting, processing, analyzing, and interpreting data about position, work behaviors, interactions and other information relevant to the job.

Knowledge - an organized body of factual or procedural information usually applied directly to the performance of a function; and information, which makes adequate performance on the job possible.

Position - group of duties and associated responsibilities assigned by the appropriate authority and to be performed by an employee.

Preferences - specific types of experience, degrees, licenses, knowledge, skills and abilities (KSAs), or other selection factors above those minimally required to perform the duties and responsibilities of a position.

Qualified - applicants whose credentials indicate the possession of minimum training and experience and selected criteria (knowledge, skills and abilities).

Selection Tools - any measures or combination of measures or procedures used as a basis for any employment decision (i.e., written test, structured interview, in-basket exercise, skills test, etc.)

Selective Criteria - additional qualifications specifically related to the duties and responsibilities of the individual position.

Skill - an observable and quantifiable proficiency in manual, verbal, or mental manipulation of duties (i.e., typing, operating a motor vehicle, etc.).

Structured Interview - an interview where the questions have been prepared in advance and are asked of every applicant interviewed for the position.

Merit-Based Recruitment and Selection

(Tools)

Guidelines for an Effective Legal Job Interview Process

Prepare for the Interview

Schedule adequate time, study the job description and prepare written interview questions in advance. Review the application, work hours, shift, deadlines and any planned program/ organizational change and structure.

Let the applicant do most of the talking

Ask questions that require the applicant to describe his or her knowledge, experience, training as related to the job opening, not questions that produce “yes” or “no” answers.

Ask the same questions of each applicant interviewed so that each candidate receives equal treatment

Check for inconsistencies in interview answers and application information.

Provide the applicant with a current job description and organizational chart

Give information about the Department of Administration, the division and work unit.

Allow time for applicants to ask questions about the job, the work unit and the department

Confirm names, addresses and phone numbers for obtaining reference information.

Evaluate immediately after, not during an interview

Evaluate based on objective, job-related reasons.

It is a violation of agency policy to ask job interview questions related to race, color, sex, national origin, religion, sexual orientation, age, political affiliation, veteran's status, marital and family status.

Age:

You may ask whether the applicant meets minimum age requirements. Do not ask for age, date of birth, or birth certificate or any question for the purpose of excluding persons over the age of 40.

Arrest/Convictions:

You may ask about convictions, which relate to a particular job. It is important to consider the circumstances, the nature of the offense and when the conviction occurred. If an applicant was convicted of a crime over 5 years ago and has had no problems since, you may want to discount the conviction altogether. Do not ask for arrest records. An arrest doesn't mean that the applicant was guilty of an unlawful act.

Health Conditions/Disabilities:

In regards to an applicant with an obvious disability, to an applicant who voluntarily discloses a hidden disability, or to the applicant who expresses the need for reasonable accommodation you may ask whether the applicant can perform the essential functions of the job. Focus on the applicant's ability to do the job rather than on the applicant's particular disability. Do not ask for general information about health or disabilities (i.e. "Do you have any health problems or handicaps?") since this would elicit information that would not relate to job performance.

Ask questions such as the following:

- Are you able, with or without accommodation, to perform the essential tasks required for this job?
- How would you perform these essential job tasks?
- What accommodations would you need to perform these essential tasks?
- If hired, would you be able to do all of the job tasks outlined in this job description?

It is unlawful to:

- Use any standard, requirement, qualification or other selection instrument that, on the basis of a disability, eliminates a disabled applicant from employment consideration;
- reject a disabled applicant who otherwise is the best qualified;
- reject a disabled applicant because he or she cannot perform a marginal job function;
- reject an applicant or discriminate against an employee because of a known disability of an associate or relative of that applicant or employee.

The law requires that any medical information about a disabled employee be retained in a confidential file physically separated from that employee's Personnel File.

The federal regulations define "essential functions" with such considerations of the following: (a) the reason the position exists is to perform that function; (b) the limited number of employees in the work unit among whom the performance of that function can be distributed; (c) specialized knowledge and skills required to perform the function; (d) the amount of time spent performing the function; (e) duties actually carried out by past incumbents in the position; and (f) the consequences of not performing the function.

Marital and Family Status

You may ask whether the applicant has activities, responsibilities, or commitments that would prevent him or her from performing the job or meeting the work schedule and attendance requirements. You may ask whether the applicant has worked under a different name in order to check references. (If you ask these questions, they should be asked of applicants of both sexes.)

Do not ask about marital status, future marital plans, number of children, unwed motherhood, pregnancy, contraceptive practices, spouse's preferences regarding job conditions, spouse's employment or income, or status as the principal wage earner.

Citizenship/National Origin

You may ask whether a candidate is legally eligible to work in the United States. Do not ask about lineage, ancestry, descent, birthplace of the applicant or relatives, citizenship, national origin of spouse or parents, membership in clubs and organizations that would indicate national origin or ancestry, mother tongue, or how the applicant acquired the ability to read or speak a foreign language.

Financial Status

No questions about financial status are allowed unless business necessity can be shown (e.g. for jobs with responsibility for handling large sums of money). Do not ask about charge accounts, credit rating, bank accounts, type of housing, whether applicant owns or rents home, ownership of car, bankruptcy history, garnishments, etc.

Military Experience

You may ask questions concerning an applicant's job-related military experience and questions about an applicant's job-related education acquired during military service. Don't ask about general military experience or type of discharge, unless it is a result of a military conviction.

Religious Affiliation/Denomination

Do not ask about religious affiliations, denomination, church, parish, pastor, religious holidays, or membership in organizations, which would indicate religious affiliation. Questions about availability for work on weekends and holidays may be asked, but employers must make reasonable efforts to accommodate employees' religious needs.

Sex

The sex of an applicant will probably be apparent in the interview; however, sex may not be used to disqualify applicants unless it is a Bona Fide Occupational Qualification (BFOQ).

Structured Interview

A structured interview is one where questions and the prepared answers have been developed in advance from the most important tasks of the job. The interview content should be based on the content of the job and designed to measure important job tasks that an employee is expected to perform at entry into the job.

Purpose

- To collect as much information as possible which is relevant to the selection decision.
- To evaluate the information in order to make a decision as to whether the applicant should be hired or not selected.
- To give applicants an accurate and complete picture of the job to be done so they can make an informed decision about the job's suitability for them and their suitability for the job.

Advantages

- It eliminates weaknesses associated with an unstructured interview because the structured approach is based on solid information which is formalized into a package in which all the components; questions, answers, scoring, weighting, documentation, etc. are completely defined.
- It gives all applicants the same chance to demonstrate their knowledge or performance.
- It is more legally defensible than the unstructured interview.

Disadvantage

- As with any type of interview, there is still some subjectivity.

Before Each Interview

- Develop questions that will give applicants the opportunity to demonstrate their performance of each task.
- Establish benchmark answers you hope to get to your question and distinguish between varying levels of responses i.e. unacceptable, acceptable, average, etc.
- Questions should be as close to work samples as possible, asking applicants to respond to situations or problems they would be likely to encounter on the job.
- Be sure questions ask measurable qualities required prior to job entry and not qualities usually developed on the job.
- Review the application, make a note of missing information and determine what applicant information needs clarification.
- Situational questions used should include all information relative to the situation likely to have a bearing on applicant answers. The situation should be presented in the same way to each applicant. If lengthy, the scenario should be typed.
- Select the interviewers from among someone familiar with the job, the supervisor of the prospective employee, a co-worker, or outside people in similar jobs.
- Decide who will ask each question.

Introduction and Overview

- Interviewers and applicants introduce themselves.
- Describe what will happen in the interview.
- Explain the role of the Department, Division and work unit.
- Describe the most important work activities involved in the job and how the job fits in the overall work of the organization; working conditions, hours and any special features of the job (both attractive and unattractive); salary range, benefits; and anything else that will help the applicant make an informed decision about the job.

Information Period

- Ask prepared questions of applicants and follow-up questions to clarify facts.
- Take notes to refresh your memory later.
- Ask applicant(s) if they have questions.
- Respond to the applicants' questions or make notes for future research.
- Ask the applicant to submit an updated application, if necessary.

Conclusion of Interview / Future Steps

- Tell applicant the interview is over and when a selection decision will be made.
- Interviewers do not tell the applicant where he or she stands in relation to other applicants.
- Explain what will happen from here.
 - When next communication will occur.
 - Who will make the contact.
 - What medium (telephone/letter).
 - Tell applicant whom to telephone or write if he/she needs additional questions answered.
 - Thank applicant for his/her time and interest.

Evaluation / Comments

- After you have completed each interview, immediately prepare an overall evaluation. This will give you a chance to document the applicant's comments so as to not confuse one applicant's responses with another. A delay can be detrimental to the quality of the interviewers' decision.
- Notes are critical to justify evaluations and will be the focus of your defense should the results be challenged.
- When evaluating answers, you should look for the following:
 - The use of relevant "book" knowledge. Was the employee's technique appropriate?
 - Did he/she choose the proper statistical test?
 - Evaluate the sequence of action taken by the applicant. Did the applicant do things in an order that would best solve the problem? Did the applicant use poor judgment?
 - Listen for innovative or creative approaches.
 - Listen for evidence that the applicant really understood the essence of the problem and could make an informed decision.
 - Did the applicant handle the situation as you would expect a successful new employee to do?
- Consolidate all formal notes in a consensus interview questionnaire and evaluation form
- Make sure your evaluation is signed.

REFERENCE CHECK

[Under N.C. General Statute 126-24, pre-employment references solicited by the Department of Administration are **confidential** and may not be released to the public.]

Applicant or Employee: _____
(Last, First, MI)

Employer: _____

1. Employment Dates: From _____ To _____
2. Last Position's Title: _____
Major Duties: _____

Special Skills: _____

- | | Yes | No |
|---|-------|-------|
| 3. Usually come to work on time? | _____ | _____ |
| 4. Absent more than 10 days (unauthorized leave) in the last year? | _____ | _____ |
| If yes, explain: _____
_____ | | |
| 5. Commit any serious misconduct while on the job? | _____ | _____ |
| 6. Meet / Exceed (circle one) requirements as to the quantity of work? | _____ | _____ |
| 7. Meet / Exceed (circle one) requirements as to the quality of work? | _____ | _____ |
| 8. Require close supervision? | _____ | _____ |
| If yes, explain: _____
_____ | | |
| 9. Cooperate with fellow employees and supervisors? | _____ | _____ |
| 10. Do you know of any reason other than the reasons listed above why we should not consider this applicant for employment? | _____ | _____ |
| If yes, explain: _____ | | |

REFERENCE CHECK, Page 2

11. How would you assess the employee's ability to learn new procedures and methods?

12. Reason for leaving: _____

13. Would you rehire (or like to retain) this person? Yes _____ No _____

If "no", why? _____

14. What further information would help in evaluating this candidate? _____

This reference information was **provided** by:

Name: _____

Title: _____

Company/Organization/Division: _____

Telephone Number: _____

Date: _____

This reference information was **obtained** by:

Name: _____

Title: _____

Company/Organization/Division: _____

Telephone Number: _____

Date: _____

Equal Opportunity / Affirmative Action Employer

Non-Selection Reasons Checklist

Instructions: Select the reason(s) best matching your job-related non-selection decision. List the reason's corresponding letter and number in the space provided under each Referral's name. For example, if Referral Jane Doe declined an interview, your reason is A1. You may have more than one reason; indicate all reasons that apply.

A. AVAILABILITY

1. contacted but declined interview
2. unable to contact
3. withdrew from consideration
4. accepted offer outside DOA / selected another DOA position
5. referral is not available for this position's schedule requirements, such as night work, overtime weekends, etc.

B. EXPERIENCE

6. application review shows unacceptable work history
7. application shows lack of directly related experience
8. sufficient experience, but less than the selected candidate
9. lacks directly related experience
10. application review shows insufficient skill level
11. applicant does not meet selected criteria in the vacancy announcement

C. EDUCATION

12. sufficient education/training but less than selected candidate
13. lacks directly related education and training
14. could perform duties only after extensive training
15. applicant does not meet education requirements advertised

D. INTERVIEW

16. interview showed inconsistency with application information
17. interview showed unacceptable communication skills
18. interview showed lack of sufficient, directly related knowledge
19. interview showed lack of understanding of the scope of the position's duties
20. interview showed strong candidate, but not as strong as other applicant selected

E. REFERENCE

21. reference information indicates insufficient experience
22. reference information indicates unacceptable work experience
23. reference information indicates inadequate education
24. reference information indicates inconsistency with application
25. reference information shows good work record, but does not match with position's requirements
26. unable to check references
27. references indicate the applicant's experience is not compatible with job duties

F. PRIORITY REEMPLOYMENT

28. selected reduction-in-force (RIF) candidate
29. selected workers' compensation candidate

G. SALARY EXPECTATIONS

30. position funding insufficient to meet referral's salary requirement
31. applicant's salary requirement would create salary inequity (ies)

Applicant Referral Record Documentation

Position Title:

Position Number:

Division:

The referral documents are attached for your review. Policy requires that you give priority consideration for any referral in Reduction-In-Force (RIF) status, and in certain circumstances to a state employee candidate and to an applicant eligible to be considered for Veteran's Preference.

For any hiring policy or procedural questions, see the Department of Administration's Merit Based Hiring Plan or the Office of State Personnel Manual sections on Recruitment and Selection and Equal Employment Opportunity, or call the Human Resources Management Office at (919) 733-4606.

As screening decisions are made on each referral, record reasons from the Non-Selection Reasons Checklist in the space provided under each referral's name. All candidates determined "highly qualified" must be interviewed. Policy requires that the hiring division check references on the selected referral. Signatures are required on each referral evaluation page and certify that you have complied with the Department of Administration's hiring and related policies.

Selected Candidate:

Interviewed: Yes ☐ No ☐

Date:

Second Choice Candidate:

Interviewed: Yes ☐ No ☐

Date:

Non-Selection Reasons Checklist Item (s)

Third Choice Candidate:

Interviewed: Yes ☐

No ☐

Non-Selection Reasons Checklist Item (s)

Authorized Division Representative: _____

Date:

Division Director: _____

Date:

For DOA Human Resources Management Office Use Only

Funding Source: State: ☐ Federal: ☐ Receipts: ☐ Status: Probationary: ☐ Permanent: ☐

Effective Date:

Salary:

Grade:

Step:

Salary Administration Specialist

EEO Officer

Applicant Referral Record Documentation Continuation Sheet

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Applicant: Interviewed: Yes ☐ No ☐ Date:

Non-Selection Reasons Checklist Item (s)

Authorized Division Representative: _____

Date:

Division Director: _____

Date: